

Managers Set Goals At Retreat

Achievement of "the short term objectives of Arizona 2000 and the behavioral health plan" emerged as the No. 1 goal of ADHS during an October retreat of the agency's top managers.

Arizona 2000 is a whole catalogue of recommendations for tackling the state's major public health concerns, from low birth-weight babies to the menace of AIDS.

The final draft of "Arizona 2000: Plan for a Healthy Tomorrow" was unveiled by Director Jack Dillenberg at this month's first-ever Arizona meeting of Region IX State Health Officers. Region IX is a federal designation representing Arizona, California, Hawaii, Nevada and Pacific island territories. Dillenberg said the plan "offers hope for a healthier Arizona to ourselves, our children and our grandchildren."

During the Oct. 18-19 retreat, ADHS managers rated the impact of achieving the No. 1 goal at 3.6 out of a possible 4. Asked to realistically rate the likelihood of

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Cancer-Prevention Promoted



Governor Fife Symington and First Lady Ann Symington appear at a Capitol Mall ceremony that was held last month to promote breast-cancer awareness and prevention.

Drug Treatment Grant Won For Pima County

ADHS has been awarded a federal grant to launch a drug-abuse treatment program in Pima County for pregnant women, new mothers and their children.

The grant from the U.S. Center for Substance Abuse Treatment (CSAT) carries \$849,623 in funding to cover the first year of what is envisioned as a five-year, \$4.28 million federal-grant project.

Under the proposed "Las Amigas" project, ADHS is to contract

with CODAC Behavioral Health Services of Pima County, Inc. to provide a drug and alcohol treatment program, including a residency facility, for pregnant women, new moms and children.

Governor Symington applauded the grant saying, "This is a substantial award, both in terms of the dollars involved and the benefits that can be brought to pregnant women in Southern Arizona who

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"Let's Clear the Air" is the new Capitol Rideshare program aimed at encouraging state employees to bike, walk, carpool or ride the bus to work at least one day a week.

The program consists of three "challenge weeks"—Nov. 14-20, Jan 23-29 and April 17-23. During challenge weeks employees can become eligible for prize drawings by submitting coupons indicating the days they took alternate forms of transportation to work. Coupons are available from ADHS clean air representative Eileen Mitchell, who can be reached at 542-1001. Prizes include weekend getaways at local resorts, dining, entertainment, golf, a Ping putter, cash, grocery certificates, health club memberships and, for everybody, cleaner air.*

HealthLink

HealthLink is published by the Arizona Department of Health Services Director's Office, 1740 W. Adams, Room 407, Phoenix, AZ 85007. Phone: 542-1001. The publication's mission is to keep our employees and state policymakers informed about current events involving the state health department. We welcome your comments.

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"SPIRIT OF EXCELLENCE" GOVERNOR'S AWARD WINNERS

This year, Governor Fife Symington established a special "Spirit of Excellence" award program to honor state employees. The program recognizes quality and continuous improvement in state agencies, boards and commissions, and in the universities. ADHS is proud that five of our teams received "Recognition Awards" and two of our employees, **Laurie Carmody**, disease prevention services, and **Ronald C. Cheshier**, state laboratory services, received the "Excellence" level individual awards. Congratulations on a job well done!

Team Award Winners

The Arizona Partnership for Infant Immunization Team

Team Leader: Laurie Carmody, ADHS immunization program; Team Members, Les Stapleton, Annie J. McGuire, Nicole Grunberg, Kathleen Gunn, Dr. Larry Sands, Ellen Falke, and Dr. Sundin Applegate, ADHS; Jim McPherson, FHP Healthcare; Dolores Casillas, Governor's Office for Children; Elizabeth McNamee, Intergroup Healthcare Corp., Gail Jacobs, Children's Action Alliance, Dr. Steven Englender, Maricopa County Dept. of Health Services; Dr. Belton Meyer and Juman Abujbara, AHCCCS; Dr. Mary Rimza, Maricopa Medical Center; Susan Fuchs, Ariz. Medical Assn.; Justin Ferrandi, Hardaway Connection; Dr. Dan Cloud and Ann Symington, Ariz. Partnership for Infant Immunization; and Andy Rinde, Ariz. Assn. of Community Health Centers.

Office of Vital Records Team

Renee Gaudino, manager, Joanne Du Bois, Nancy Renne, Michael Haney, Jerry Simpson, Janet Stafford, Nora Barajas, Penny Boden, Rebecca Madrid, Christine Prindle, Sylvia Ortiz, Patrick Mohon, Mary Wendland, Monalisa Sisto, Vicky Combest, Wanda Bergman, and Virginia Montero.

Office of Laboratory Licensing and Certification Team

Wynand Nimmo, Lorraine Burrige, Peter Franklin, Electra Anderson, Steven Baker, Garry Brussels, Brian Sitco, Zhiku Chian, Amanda White, Marilyn Lancelot, Rochelle Rio-Jakeway, Diane Eckles, Helga Day, Raymond Hirshman, Gene Wangsness, Beth Keener, Kathy Sanfie, James Farrell, and Christine Whelan.

Systems Analysis Committee Team, Care Licensure

Marlene Morgan, Joan Johnson, Lesley Schiraldi, Barbara Johnson, Marjorie Canfield, Valerie Grina, Karen Mahacek, Clare Torres, and Barbara Houswerth.

Behavioral Health Licensure

Eugene Bearup, Cynthia Beckham, Elaine Carlson, Johnie Silvertooth-Golden, Ernestina Gonzales, Belia Hernandez, Judy Humphrey, Judith Hylton, Jeanette Kay Lawrence, E. S. Lorimor, Michele Lutrin, John Osgood, Lydia Randall, Marsha Redding, Bonnie Roberts, Linda Schook, and Marilyn Tognacci.

ADHS News Notes

by Carol Murray & Friends

An ADHS manager is scheduled to play a key role in an upcoming conference on suicide and the elderly. Dr. Joanne Gersten, manager of public health statistics, is slated to give a speech titled "Final Challenge—Where Do We Go From Here?" She also will make a presentation on "trends and special populations." The "Darkness in the Golden Years" conference will be held Dec. 2 at the Church of the Beatitudes in Phoenix. The registration fee is \$40 and it covers lunch. For more information dial 274-5022.

The ADHS State Laboratory is among only four labs across the nation to be selected to train a **scientist from India** about AIDS testing procedures. Dr. Meera Sharma is the Indian scientist receiving training in Arizona. Training is to run from Nov. 2 to Dec. 9, says William Slanta, manager of the ADHS microbiology office. Upon completion, Sharma and the other three U.S.-trained scientists are to return to India where they are to train 100 laboratorians. The project is sponsored by the Association of State & Territorial Public Health Lab Directors, in conjunction with the National AIDS Control Organization and World AIDS Foundation.

A new brochure on **child day care centers** produced by the Office of Child Care Licensure at HCCRS is being distributed to the public. Information covers ratios, training, and complaint procedures. The brochure also reminds readers that files containing records of complaints and investigations are open to the

public. The office monitors 1,254 day care centers and 138 group homes.

ADHS is the only state-government sponsor of this month's **1993 Black Family Issues Conference**, a day-long event dedicated to 30 presentations and workshops about issues affecting the quality of Black family life in Arizona and the nation. The luncheon speaker, Dr. Deborah Prothrow-Stith of the Harvard University School of Public Health, is to be introduced by ADHS Director Jack Dillenberg. The conference is scheduled for Nov. 18 at the Phoenix Civic Plaza.

ADHS is in a **postal frenzy** these days! The mail room at 1740 West Adams processed 46,390 pieces of U.S. mail during September. The total for last fiscal year was 277,354 pieces. Supervisor Carol Corter points out that these figures are only for ADHS entities in Phoenix and don't include inter-office mail.

ADHS dental health chief Don Altman sent an opinion piece to major Arizona newspapers advocating the inclusion of **oral health benefits** in federal health care reform. The article recited national and Arizona statistics about the prevalence of oral disease, stated that dental woes ranked No. 1 in a survey of unmet human-services needs in Phoenix, and concluded that "oral health care must be considered no differently than any other form of health care, for good oral health is essential to good general health.... After all, isn't the mouth part of the body?"

Check out the **new video**, "Arizona State Hospital, a Historical Journey Through Time," 32 minutes of film footage and still photos depicting ASH activities from 1887 to 1993. It was produced by ASH employees Susanne Randall and Jerry Haaskens. It includes music supplied by ASH music therapist Joy Ratterree. Copies are available at the ASH medical library, or call ASH volunteer services at 220-6014.

ADHS has applied for **breast cancer research** funding available through the U.S. Army. About \$250,000 is being sought per year for four years, says Dr. Timothy Flood, chief of chronic disease epidemiology. Flood says the research is to target Hispanic and American Indian women, who have higher than normal breast cancer rates in Arizona. He adds that the Army is expected to select the grant winners by this spring.

The ADHS office of **special investigations**, currently conducting criminal background investigations on people who work with children in licensed day care centers and group homes, will soon be doing the same for behavioral health program personnel. The office is responsible for all investigations involving ADHS personnel and operations.

Volunteers are being recruited to "adopt" families and children of Arizona State Hospital **employees in need this Christmas**. If you would like to purchase and donate a gift, or want to know more about ASH employees who need help, contact Suzanne Randall at ASH volunteer services, 220-6014.

Peña, Shoemaker Rejoin ADHS

Two former ADHS officials have been rehired to manage the agency's nutrition-assistance and minority-health programs.

Alice Shoemaker started work on Oct. 12 as manager of nutrition assistance programs, including the Women, Infants & Children food program. Shoemaker, most recently a hospital nutrition consultant in Freeport, IL, managed a section of the ADHS office of nutrition for a decade before leaving in 1982 for a post with the American Dietetic Association.

Alma Peña returned to ADHS on Oct. 4 to assume the new post of program manager for minority health. Peña had worked for the ADHS office of women's and children's health from 1987 to 1992, serving as manager of family and community programs and as overseer of the Arizona Healthy Mothers, Healthy Babies Program. Before joining ADHS Peña worked for the City of Detroit for 13 years, in the health and employment & training departments.

Shoemaker holds master's degrees in allied health from the University of Connecticut and in nutrition from Purdue. Peña earned a bachelor's degree in special education and a master's in vocational rehabilitation counseling from Wayne State University in Detroit.

The programs Shoemaker will manage are the predominantly federally funded WIC and the federally funded Commodity Supplemental Food Program. WIC provides nutritious food to low-income pregnant, breastfeeding or postpartum women and young children. CSFP provides cereal, canned meat, powdered and

canned milk and other commodity foods to low-income pregnant women, new mothers, young children and elderly persons.

The minority health program is being created within the office of local and border health. "I like the idea of being able to start a program from scratch," Peña said, adding that the program will address the health needs of minority communities, which are more critical than the needs of the general population. "The incidence of AIDS, of infant mortality, and even of high blood pressure is higher in ethnic minority populations and this office will respond to that," Peña said.*



ADHS returnees Peña, Shoemaker.

Improved Emergency Services Sought By New EMS Chief

The new director of the ADHS Emergency Medical Services says she brings high hopes with her to the position.

"I look forward to meeting the challenges of EMS and continuing to improve EMS systems in the state," said Dr. Toni Brophy. "This is a team effort and I'm excited to be a member of the team."

Brophy, 41, replaces Dr. Patricia Hastings as EMS medical director. Hastings resigned in October to accept a U.S. Army commission to develop a new disaster-medicine-training program. Brophy's first day at the helm was Nov. 1.

In taking the position, Brophy resigned as director of the Casa Grande Regional Medical Center and as director of paramedic training at the Arizona Emergency Medicine Research Center. She also is a faculty member of the University of Arizona Medical Center, a position she will retain while with ADHS.

Brophy's background also included emergency-services work with the University of Missouri Hospital in Columbia and with other health-care facilities in Missouri. She holds a biology degree from Southwest Missouri State and a medical degree from the University of Missouri.

"Dr. Brophy comes to the department with an extensive background in emergency medicine which should serve us well," said Dr. Jack Dillenberg, ADHS director. "Her work in rural Arizona and in our metropolitan areas has made her familiar with the problems caused by time and distance in our state. We look forward to working with her to improve our EMS system."

State EMS services include regulation of all ambulance services, training of emergency medical workers and certification of advanced life-support hospitals.*

Conferees Boost Immunization

by Laurie Carmody

On Oct. 29 about 200 medical professionals from around the state gathered for a one-day immunization promotion conference that ADHS helped sponsor.

The conference, titled "Achieving Optimum Immunization Levels in Arizona's Children: Current Issues and Perspectives," was presented in the Holidome Corporate Center in Phoenix.

The program afforded a rare opportunity for representatives of the public, private and managed health care sectors to help each other work toward increasing the immunization status of children younger than two.

Topics had a common denominator: the implementation of pediatric immunization standards. This theme was introduced in the opening lecture by Dr. Elizabeth McNeill of the Pima County Health Department, and it served as the unifying idea in all other presentations. Dr. Stefanie Workman of CIGNA Health Plan moderated the final presentation—a panel discussion on the operational definition of each standard. Panelists represented a county health department, a pediatric practice, a community health center and a managed health care plan.

The ADHS immunization program took the lead in developing the conference. The Children's Action Alliance was a co-sponsor. Staff assistance was provided by Maricopa County's community health nursing services and by the Pima County Health Department's immunization program.*

Tobacco-Control Pilot Backed By Task Force

by Rosalie Lopez

ADHS recently won a legislative study committee's support for a proposal to begin reducing youth access to tobacco.

In its report to the governor and legislative leaders, the Arizona Task Force on the Reduction of Tobacco Purchases by Minors endorsed an ADHS proposal to create three pilot projects. The pilots are to be developed in cooperation with local government and community organizations in an effort to identify the most appropriate means of enforcing Arizona law on youth access to tobacco. Sale and possession of tobacco to and by minors is illegal in Arizona, but the law rarely is enforced.

Localities selected for the pilot program will develop their own strategies and report progress to ADHS at the end of one year. ADHS then will make a recommendation to the legislature and the governor for implementation of a statewide strategy, based on the results of the pilot programs.

The task force also heard testimony from the Coalition for a Smoke-Free Arizona. The coalition proposes creation of a statewide licensing program for vendors of tobacco products.

Although statewide licensing has been the centerpiece of a model law supported by the U.S. Department of Health and Human Services, rules proposed by the federal agency acknowledge it is premature to require states to implement a statewide licensing program now. Several states have started

statewide licensing programs, but since these programs are in the early stages of development there has been no opportunity to study their effectiveness.

In addition to the ADHS proposal, the task force recommended legislation to ban distribution of free tobacco samples, the adoption of a statewide smoke-free school policy, and the restriction of tobacco vending machines to areas not easily accessible to youths.

Dr. Lawrence Hart, associate director for medical and public health, represented ADHS on the task force, which included the chairmen of the House and Senate Health and Commerce Committees. An internal working group of ADHS staff (Dr. Hart; Becky Tucker, tobacco use prevention program director; Terri Goens, office of substance abuse; Gregg Jacquin, associate director; and Rosalie Lopez, legislative liaison) developed the ADHS proposal.

The task force was created by the legislature to study ways of complying with a federal mandate that requires states to reduce youth access to tobacco face the loss of Substance Abuse and Mental Health block grant dollars.

Arizona currently receives approximately \$17 million in block grant funds, and could lose up to \$6 million over the next four years if it cannot demonstrate compliance with youth-access requirements.

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In another development on the tobacco-reduction front, ADHS

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Tobacco

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recently was awarded a federal planning grant to put in place the core components of a tobacco prevention and control program.

The \$82,541 grant from the Centers for Disease Control in Atlanta is to be used to outline a tobacco control plan, bring professionals together for a tobacco conference, expand the membership of the Coalition for a Tobacco Free Arizona, and participate in national media campaigns. The grant became effective Sept. 15.

Becky Tucker, director of the ADHS Tobacco Use Prevention Program, said fulfillment of the planning grant's goals will allow the state to apply non-competitively for CDC implementation funds next year. Arizona was one of 21 states chosen competitively for planning grant awards.

According to the CDC, smoking rates among teenagers have remained virtually unchanged over the past decade. Also, the decline in smoking rates among American adults stalled between 1990 and 1991 for the first time in 25 years. Overall, more than 400,000 Americans die each year from tobacco-related deaths. Smoking causes more premature and preventable deaths each year than AIDS, cocaine, heroin, alcohol, fire, car crashes, homicide and suicide combined.*

Adolescent Risks Project Completed By ADHS

The final product of an ambitious ADHS risk-assessment project has been delivered to school principals, medical professionals and others concerned about improving the health of juveniles.

The report of the 3-year Adolescent Health Risk Appraisal Project reveals the results of a 46-item questionnaire completed by 7,278 eighth and ninth grade students from 47 schools across that state.

The questions covered everything from diet to seat belt use, and the responses, at times, were shocking. For example, nearly half of those surveyed said they have had suicidal thoughts.

The report, financed by federal Maternal & Child Health Block Grant funds, stated that eighth and ninth graders "are developing health habits and behaviors which place them at higher risk for future health problems, including a shortened life span."

Copies of the report were mailed in October to principals of all schools with junior high or high school programs, state legislators, mayors, county health department officials, hospital directors, and representatives of the universities, community colleges, behavioral health providers, community health centers and other entities.

"We hope that after reading this report people will address these problems in their communities," said Barbara Olson, adolescent health consultant for the ADHS Office of Women's & Children's Health.

The report's compilation of responses from eighth and ninth graders found, for example, that:

■ 62.5% said they do not eat breakfast every day.

■ 44.8% said they snack on sweets daily while only 35.3% said they eat from the four food groups daily.

■ 86.5% said they don't floss their teeth daily and 13.1% said they don't brush at least once a day.

■ 18.8% said they seldom or never do recreational activities.

■ 11.1% said they smoke or chew tobacco.

■ 15% said they consume some alcohol.

■ 47.2% said they have had feelings that life "was not worth living." Also, the responses showed that female adolescents were 50% more likely to have suicidal feelings as their male counterparts.

■ 44.8% said they usually don't wear seat belts.

■ 18.3% said they didn't know sexual intercourse could result in pregnancy.

■ 82.4% of the female adolescents said they didn't self-examine their breasts monthly.

■ 6.2% said they couldn't swim.

ADHS Director Jack Dillenberg, in a letter accompanying the report, said the data will help schools develop health curriculum, in addition to aiding ADHS in the planning of prevention programs. Also, students who were surveyed "received personalized positive health messages based on their responses to the questions, a list of community resources and the message that they could improve their health by decreasing their risks."

Copies of the report can be obtained by contacting Olson's office at 542-1880.*



Goldberg

Goldberg Retires

Joan Goldberg retired from the health care licensure office last month after serving the state for nearly 18 years.

Goldberg, an Administrative Assistant II, said farewell to her colleagues at an Oct. 14 cake-and-coffee get together at the Health & Child Care Review Services offices in northeast Phoenix. Before joining ADHS in 1980 Goldberg worked in two other state agencies.

"Compared with the other agencies, I found Health Services to be extremely organized, well put together and staffed with knowledgeable and caring people," Goldberg said.

She said she still would have her nose to the grindstone today had it not been for her husband, Joe, who formerly worked for ADHS as a business manager.

"My husband, he's such a nag," she said. "He's been trying to get me to retire for some time because there are so many things he wants to do that we've never had the time for." She said the things-to-do list includes traveling, volunteer work for various organizations and moving into a new home in the desert.*

ADA CORNER

by Gwen Moses

MYTHS ABOUT PEOPLE WITH DISABILITIES

- People with disabilities are courageous.
- People who are blind can read braille.
- People with disabilities enjoy talking about their disabilities.
- People with disabilities have more absenteeism than other employees.
- People with disabilities need more medical attention.
- People with disabilities always need help.

INTERVIEWING TIPS

- When interviewing a person with a disability, stress the individual's abilities, skills, achievements and individual qualities. Discuss the disability or limitations only as necessary to determine if the individual can perform the job.
- It is appropriate to ask a person how he or she might be able to perform essential functions if the disability is obvious and you have questions about the person's ability to perform the functions.
- Plan ahead if you know you are going to be interviewing a person with a disability and make reasonable accommodations.
- Look the person in the eye; don't act in a condescending manner. At the same time, avoid putting the person on a pedestal.

Q. Must employers be familiar with the various types of disabilities to know how to make a reasonable accommodation?

A. No. An employer is only required to accommodate a "known" disability of a qualified applicant or employee. The requirement generally will be triggered by a request from an individual with a disability, who frequently can suggest an appropriate accommodation. Accommodations must be made from case to case because the nature and extent of a disabling condition and the requirements of each job vary.

Q. May an employer ask if a prospective employee is disabled?

A. An employer may not make a pre-employment inquiry on an application form or in an interview as to whether, or to what extent, an individual is disabled. The employer may ask an applicant whether he or she can perform particular job functions. If the applicant has a disability known to the employer, the employer may ask how he or she can perform job functions that the employer considers difficult or impossible to perform because of the disability, and whether an accommodation would be needed.*

AIDS Office Maintaining Brisk Pace

by Patti Murphy

There has been a string of activities recently at the ADHS Office of HIV/AIDS Services.

For starters, the office was selected by the federal Centers for Disease Control to study whether the health of the general public is being served by reporting persons who test HIV-positive to county health departments.

The office was one of only eight in the nation to be chosen for the CDC project, which is to run three years. ADHS has received \$181,135 from the CDC for the project's first year.

Arizona requires doctors to report HIV-infected people to county health departments. The health departments then provide information about how to avoid spreading the infection, about the importance of notifying sex or drug partners and about the financial and legal resources available. Some states have no reporting requirement.

"We think reporting is a good thing and that HIV carriers benefit from that early contact with the health departments," said Doug

Hirano, chief of the HIV/AIDS office. "We also believe it brings broad benefits to the public in terms of preventing the transmission of the disease."

In other recent developments, the office:

- Successfully nominated the Maricopa County Community AIDS Partnership to test a national AIDS prevention marketing campaign. The partnership will receive technical assistance and \$37,000 in local production costs from the Centers for Disease Control.

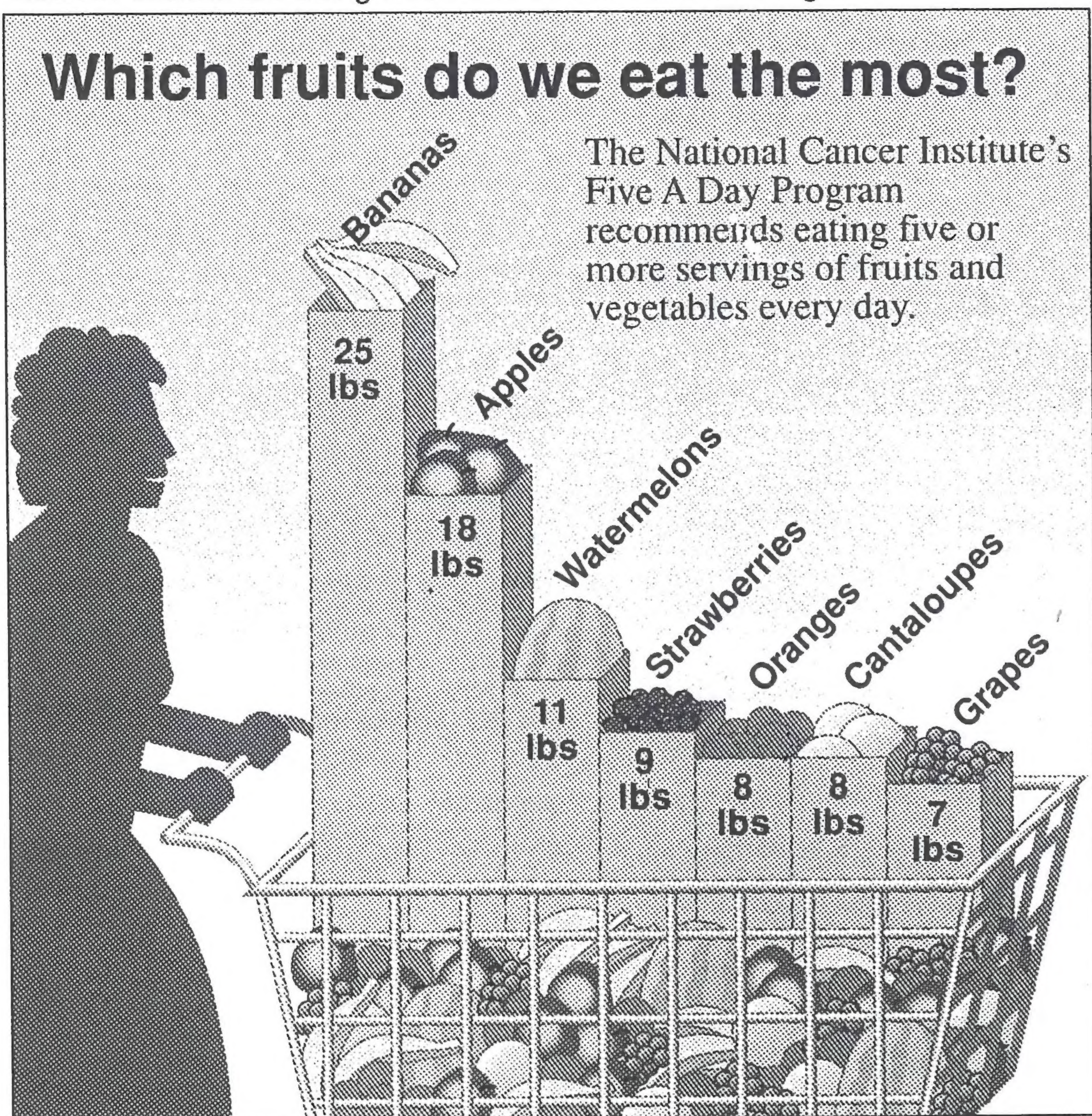
- Is co-sponsoring the 6th Annual HIV/AIDS Prevention Conference slated for Dec. 2-3 in Phoenix. The conference, one of the largest AIDS prevention conferences in the Southwest, will be held at the Holiday Inn Corporate Center, 2532 W. Peoria Ave. For more information contact Judy Norton at 230-5819.

- Is hosting a high school journalism student conference on AIDS. The Dec. 10 conference in Phoenix is expected to draw about 100 teen journalists, who will be educated about HIV and AIDS and related topics, including confidentiality and discrimination issues.

- Held a conference in September where emerging AIDS issues were examined by about 60 people who work in AIDS services statewide. The topics included legal and insurance matters, tuberculosis and HIV, and innovative prevention programs.*

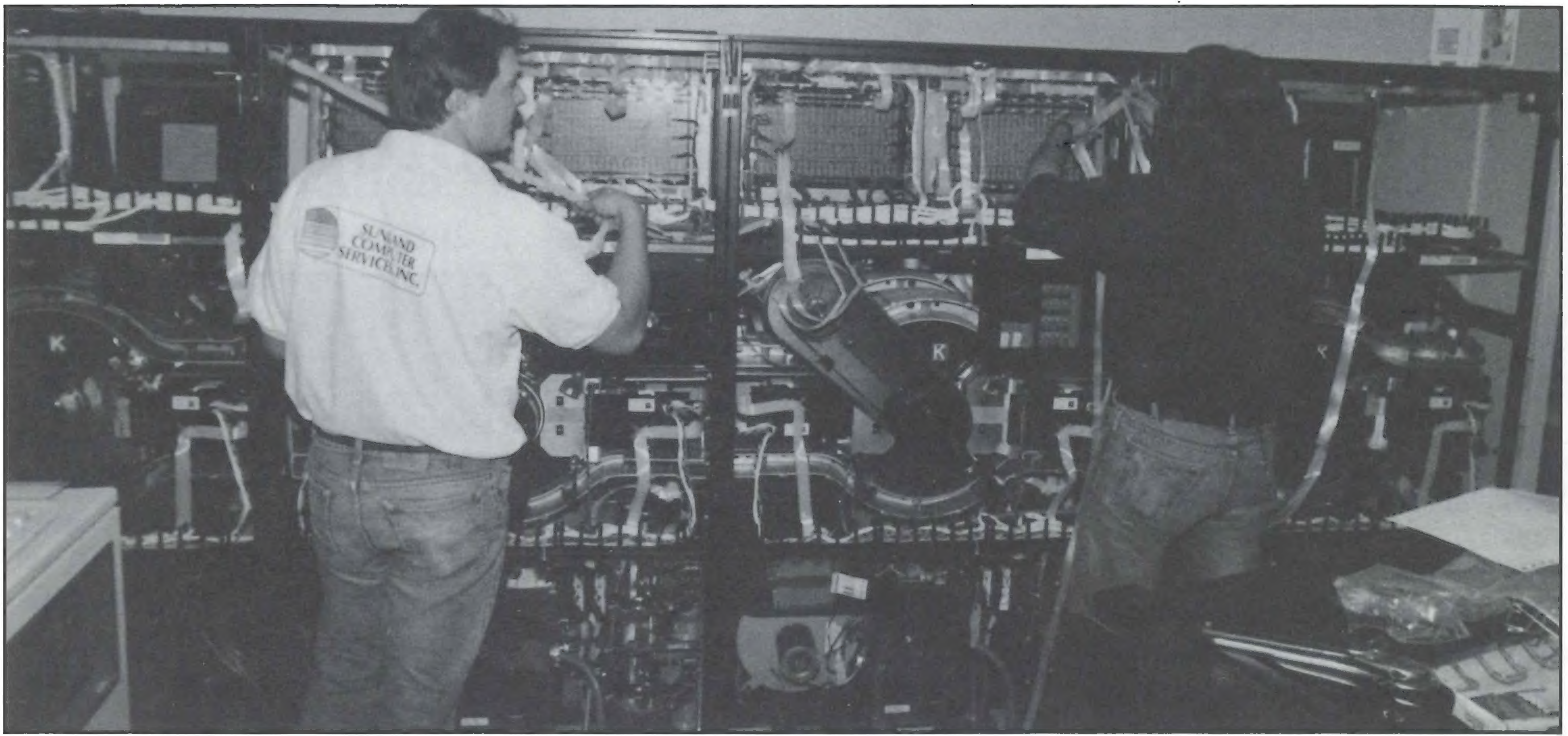
GETTING THE FACTS ON 5 A DAY

How Americans are doing when it comes to fruits and vegetables



Source: U.S. Department of Agriculture, Economic Research Service, 1991 consumption
A National Cancer Institute Graphic

Sam Ward



Computer Upgrade Aids BHS

by *Larry Dannenfeldt*

The ITS data center equipment was significantly upgraded at the end of October to allow for the continuing support and growth requirements of the behavioral health services unit of ADHS.

Replaced equipment included the central processor and major components of the disk storage subsystem. In addition, a new cartridge tape drive was installed along with a control unit to allow for the connectability of the UNIX systems through the ADHS data communications network.

A new computer operating system also was installed to allow for the additional equipment and to take advantage of other features that will greatly increase the workload capability of the computer.

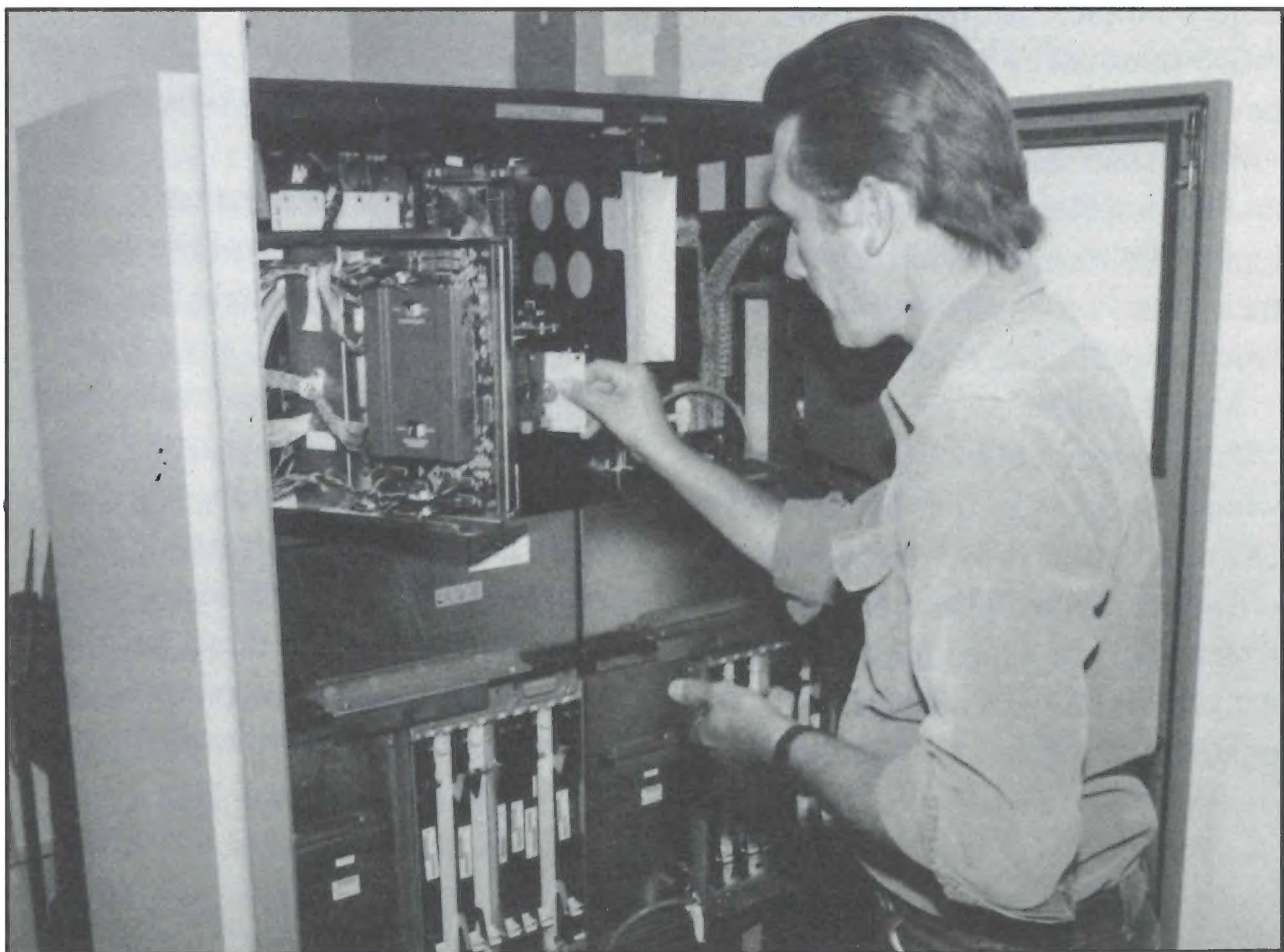
Even without all of the functions

and features yet initiated, the behavioral health application is realizing approximately a three- to six-times reduction in processing time by using the new system.

The "cut-over" to the new equipment and software, done on the weekend of Oct. 30-31, went without a hitch thanks largely to the commitment and planning efforts of

the operations and technical support staff within ITS. Also very involved in the weekend performance was IBM and Sunland Computer Services, Inc.

The upgrade was a major funding item for behavioral health services. It positions ITS to provide the required level of support to BHS for its program requirements.



Las Amigas

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holism Centers, Pima County Health Department, Pima Healthy Start, Tucson Indian Center, Tucson Association for Child Care and other organizations.

According to projections, Las Amigas will serve about 44 women and 60 children each year. Approximately 60 percent of the women will be 24 or younger. For half of the women, the chief drug involved in the dependency will be cocaine. A quarter will be alcohol abusers, 15 percent will be addicted to heroin or other opiates and 10 percent will have problems with marijuana.

"The payoff is tremendous," Dillenberg said. "If we can help these young women kick their habit and assure the babies are healthy, then we don't have to admit those babies into our newborn intensive care unit. For the dollars invested here, it just mushrooms in terms of benefits."

Goals

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the full goal, the managers reacted with a 2.6 score.

The No. 2 goal identified by the managers is to make ADHS "the state's central source of information and leadership in public health policy."

The third goal is to "foster an environment that encourages trust, coordination, collaboration and communication within the department."

The goals make up what is being referred to as "the strategic plan" for the department.

The managers are to meet again, probably in December, to talk about



Here are the winners of the ADHS Halloween costume contest. From left: Betty McInerney of accounting placed third and won a set of paperweights; Robert Archambault, also of the accounting department, finished second and took home an ADHS mug; and Mia Knoenig from the film library won the Grand Prize—a certificate to park in Dr. Dillenberg's parking spot for a week.

CODAC plans to have Las Amigas up and running by the end of March 1994, said Brenda Smith, director of clinical services for CODAC. She said her agency currently is studying renovations of a facility that will be used for the project. She said she expects to begin hiring personnel soon.✱

where particular service units fit within the strategic plan and to begin to develop "action plans" by which the goals are to be reached.

The goals are intended to back up the department's "mission" and "vision" statements.

The mission statement: "To provide leadership and direction to those working to improve the health of the people of Arizona." The vision statement addresses health education, delivery, information, leadership and technology; teamwork and respect; and the value of recognizing employee talent and creativity. ✱

Softball League Planned at ADHS

A co-ed slow-pitch softball league is being organized within the department. Bruce Swick, ADHS Softball Commissioner, Founder & Chief Peanut Vendor, says he envisions a six-team league in which each team will be composed of workers from a particular service office. On a given night, for example, a team from Emergency Medical Services might take on a team from Behavioral Health Services. Games will be played at night at yet-to-be-determined sites within the Phoenix parks system. There will be at least 10 games per season for each team.

If you are interested in playing, please call Commissioner Swick at 542-1189. There will be a nominal field-rental charge of about a dollar a game for each player. Otherwise, players simply must show a will to have fun. Actual softball talent is frowned upon by Commissioner Swick, who deals sternly with violators. When you contact Swick, softball etiquette suggests that you address him as "Mr. Commissioner" except when ordering a bag of nuts, in which case "Hey bub" will suffice.✱